

Terry Little Presented Honorary Professor Award

Inspiring Program Manager, Lecturer Recognized for Dedication to DSMC Educational Programs

GEORGE MERCHANT

Terry Little was awarded the title of Honorary Professor at the Defense Systems Management College Jan. 28 by DSMC Commandant, Air Force Brig. Gen. Frank J. Anderson Jr. The award recognizes Little's valuable contributions to DSMC's educational programs.

Little graduated from DSMC's Program Management Course, Class 91-2 prior to assuming responsibilities as Program Director for the Joint Direct Attack Munitions (JDAM) System. He also served on the DoD Process Action Team that recommended significant improvements in the DoD acquisition process.

He is currently the Program Director of the Joint Air-to-Surface Standoff Missile (JASSM) Joint Program Office. With nearly two decades as a System Program Director for major systems, he is one of DoD's most experienced and accom-

plished program managers. Not only has Little experienced the dynamics of acquisition reform, he remains one of DoD's primary proponents for managing programs faster, better, and cheaper.

Little served as a guest program manager in the 1994 Program Management Course and as a distinguished guest lecturer (DGL) in the Advanced Program Management Course (APMC) for seven different classes, including the first offering in 1995. He was the last DGL to address APMC 95-2 before the government furlough truncated the session that year.

In 1996 and 1997 he spoke to DSMC's Air Force students during the Service In-briefs about his experiences as the JDAM Program Director, and since then has added his JASSM experiences to his lectures.

Little worked with DSMC and a case study writer, who wrote case studies at Harvard, to develop a case on acquisition reform associated with his tenure as Program Director of the JDAM System, which has been used in APMC since 1998. He has spoken to every class since

APMC 99-1, when DSMC initiated the case. Students indicate that his discussions are some of the most authoritative, poignant, and memorable in the course. His dynamic dialogue with students powerfully punctuates the importance of the issues in the case. Little has been extremely candid and thought provoking, and he has powerfully and effectively addressed several key issues associated with program management:

- Teamwork within the government, and between the government and industry
- Tailoring programs sensibly
- Empowerment of individuals and teams
- Affordability (cost as a technical requirement)
- Smart use of commercial products
- Best commercial practices
- Teaming with subcontractors as "co-contractors"
- Streamlining government program management offices.

Little felt he would be more effective — and persuade more students that acquisition reform actions were within their personal reach — if he were to address each 30-member section of the class individually. In the last two classes, APMC 99-2 and 99-3, he dedicated four days per class to these individual discussions with each of the 12 class sections. Student evaluations showed these sessions as even more powerful in impact and persuasion than the auditorium question-and-answer periods in previous classes.



JASSM Program Director Terry Little (left) receives a DSMC Honorary Professorship from DSMC Provost and Deputy Commandant Rich Reed.

***Merchant** is the Associate Director, PMT 302, Advanced Program Management Course, DSMC.*